

Preparing Managers to Lead

Building Leadership Competencies

The Maine Management Service affords opportunities to its members to strengthen their leadership competencies through a variety of leadership development programs.

10 core leadership competencies define the minimum qualifications for managing in state government. To be an effective leader in state government,

managers must demonstrate: integrity, vision, creativity, and sound judgment. They must be effective communicators, supportive coaches, analytical thinkers, and systems thinkers. They must have a results-orientation and a customer focus.

The Maine Management Service helps its members assess where their strengths lie and in what areas they need improvement. An array of leadership development programs supplements existing skill-building and academic opportunities.



The Start of a Leadership Journey

The Maine Leadership Institute, with its emphasis on the 10 core competencies, is a 3-day experience designed to start managers on a journey that will help them develop the leadership capabilities needed to excel in Maine state government.

The program provides participants the opportunity to reflect on who they are as a leader; to practice and experiment with new ideas and skills; and to build relationships with other leaders in state government.

Assessing Leadership Strengths

Through the use of two instruments, the Maine Leadership Institute helps managers define strengths and identify areas for growth. The Hogan Personality Inventory examines seven personality characteristics necessary for success in the workplace. A 360 assessment completed by each participant, their manager, peers, and direct reports provides a rounded view of participants' behaviors in the 10 competency areas. From the results, participants identify developmental needs.

Mentors for Managers

Participants are matched with highly successful and well-recognized public sector executives who serve as mentors. Mentors act as personal coaches and offer insight and advice. They help participants develop career goals, network with successful leaders, learn new skills and behaviors, and become better leaders. Mentors and protégés, who are matched based on complimentary interests, work experiences, and developmental needs, work together for nine months for a minimum of five hours per month.

Eligibility for Participation

All the Maine Management Service leadership development programs are open to confidential managers who have successfully completed the 3-day Maine Leadership Institute.

The Institute is also offered as a catalogue program to supervisors twice a year. In time, all programs will be offered to help prepare employees to assume leadership responsibilities.

Temporary Growth Assignments

Job Shadowing Partnership Project – State leaders are matched with a business CEO for two days of job shadowing; one day in each participants' place of business. Participants see leadership in action in different venues and learn about the leadership challenges in each sector.

Job Exchanges – Participants apply for 3-6 month assignments in another state agency to learn new job skills and to position themselves for advancement (to be developed).

Job Sharing – Participants get hands-on experience by working along side a leader in state government for a defined period of time (to be developed).

Networking

Brown Bag Lunches – MMS hosts informal sessions for participants to learn about and discuss current leadership issues (to be developed)

Professional Associations – MMS develops links with and sponsors joint programs with the Maine Chapter of the American Society for Public Administration, the Maine Town and City Management Association, and other professional associations (to be developed).

MMS Events – Maine's Governor hosts annual MMS membership events. Periodic networking events reunite Maine Leadership Institute graduates.


Academic and Skill-building Programs

Maine Executive Institute – A five-day, residential program for executive confidential managers to expose participants to cutting-edge leadership concepts. It is designed to enhance participants' abilities as managers and decision-makers and to explore the complexities and interactions of the executive environment.

Maine Development Foundation's Leadership Maine – An experiential program covering 12 days over a year, it guides understanding about what is required to be a leader today and prepares participants to help shape Maine's changing economy.

UMA Certificate Program in Government Administration – An 18-credit hour certificate program of courses offered at the state office building. Credits in the certificate program can be transferred into two- or four-year degree programs (Beginning fall semester 2002).

State Training Curriculum – The State Office of Training & Development offers a catalogue of program annually to support state employees' growth and development. These include: communication, coaching, strategic planning, ethics, customer service, and more.



For more information, contact:
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